

Headquarters U.S. Air Force

***I n t e g r i t y - S e r v i c e - E x c e l l e n
c e***

Force Development



***Major General
Barbara C. Brannon***

Assistant Surgeon General, Medical Force Development

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CHIEF's Sight Picture



02 May 2003

Force Development

Secretary Roche and I are determined to ensure all of our people have the opportunity to reach their full potential. At CORONA Fall 2002 we adopted a new vision for how best to develop our airmen and continue our evolution as an air and space force. Our new Force Development construct is designed **to make sure we place the right technical and leadership skills in the right places with the right people who are educated and trained for success**. We've begun to reshape training, education, and assignment experiences into integrated and enlisted leaders the tools they need to grow leaders capable of taking our Air




AIR FORCE
Air & Space Power

Integrity - Service - Excellence



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The Situation

- **We have good leadership in the AF**
- **We could build more capable leaders through a deliberate development system**
- **Deliberate force development will better prepare our people and better meet their expectations**



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Why We Need It In The AF ?

■ Yesterday

- “Deep” perspective
- Chance “development”
- Focus on Functional skills
- Less on Enduring competencies
- Career stovepipes

■ Today and beyond

- “Wider” perspective
- Systemic, deliberate development
- Develop necessary Functional skills and Enduring competencies
- Interchangeable senior leaders
- Better team builders



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Overall Objectives

- **Purposefully connect individual goals and capabilities to Air Force needs to best achieve both**
 - **Ensure processes invest the right education, training and experience in the right officers at the right time to satisfy requirements**
 - **Deliberately link all training and education opportunities to assignment experiences to fulfill Air Force needs**
 - **Enhance communication between leadership and officers so we can improve development and assignment process**
-

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Occupational Skills and Enduring Competencies

Sample Necessary Skills by Occupational Enduring Competencies

Medical

- Healthcare Policy
- Accreditation/ Regulatory Stds
- Epidemiology
- Preventive Health
- Disease Management
- Contracting
- Financial Management
- Plans and Programs

Airlift Pilot/Navigator

- Airpower Employment
- Financial Management
- Plans and Programs
- Acquisition Management

Fighter Pilot/WSO

- Space
- Pol-Mil
- Plans and Programs
- Acquisition

Management

Personal Leadership

- Using Sound Judgment
- Adapting
- Inspiring Trust
- Leading Courageously
- Driving for Stakeholder Success

Leading People/Teams

- Inspiring & Empowering
- Influencing & Negotiating
- Attracting, Developing & Retaining Talent
- Fostering Teamwork & Collaboration
- Building Relationships
- Fostering Effective Communication

Leading the Institution

- Demonstrating Vision
- Shaping Strategy
- Aligning the Organization
- Driving Transformation
- Thinking/Working Across Boundaries
- Driving Execution
- Improving Processes
- Systems Integration

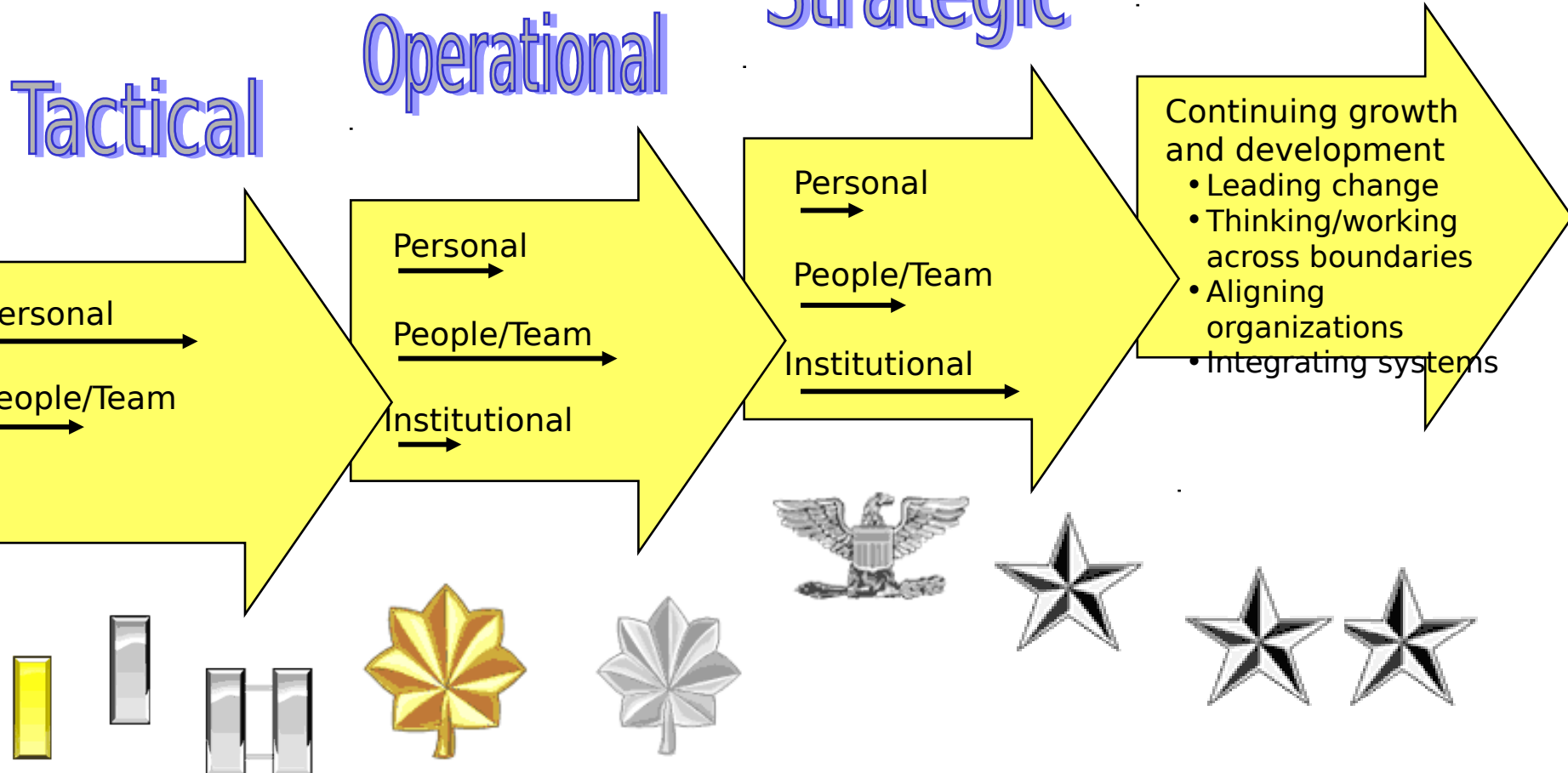
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Leadership Development

Vision Summit



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FD Doctrine

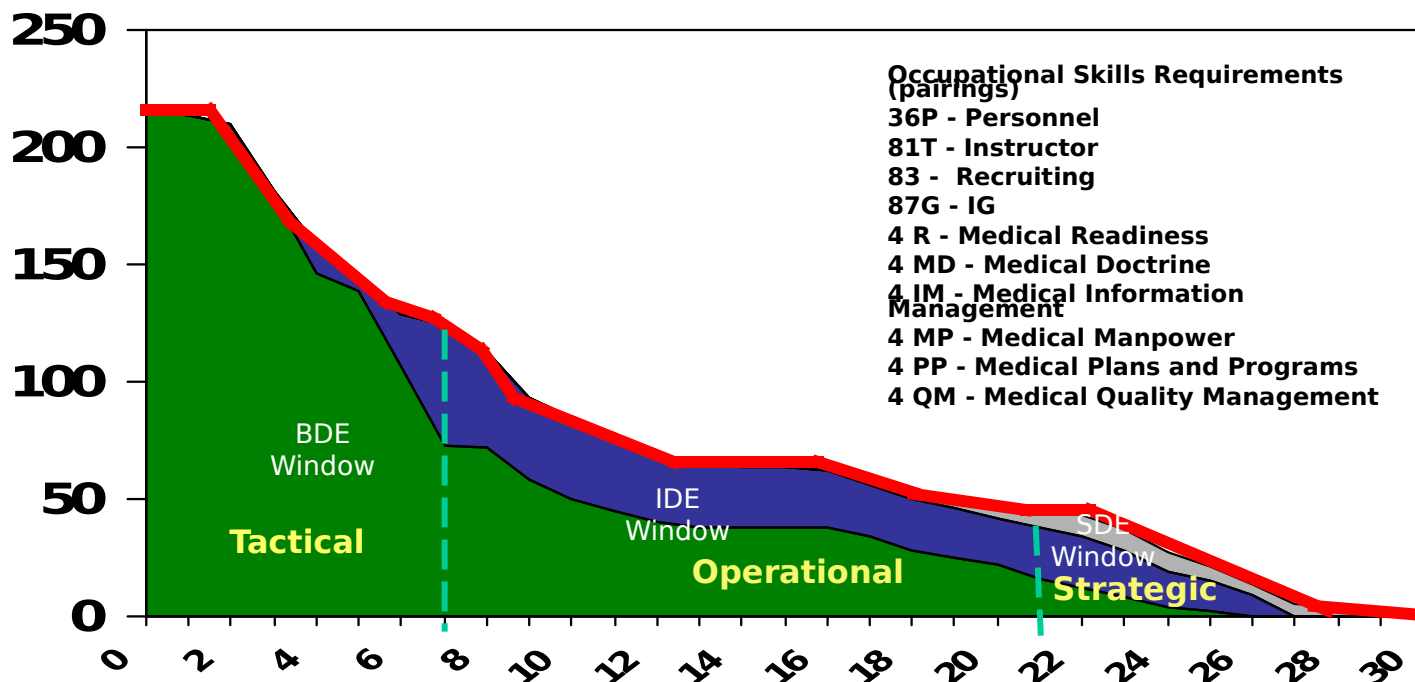
- **Development** - the series of experiences and challenges, combined with education and training opportunities that produces AF leadership
 - **Tactical level Development** - gaining knowledge and experience in primary skill, combined with educational and leadership training experiences (logical job-related skill development, leadership training, and appropriate educational opportunities)
 - **Operational level Development** - continued widening of experience and increased responsibility within a related family of skills
 - **Strategic level Development** - challenges to gain breadth of experience and leadership perspective (logical pairings of skills, educational opportunities and training focused on the institutional AF, joint, inter-government, business and international views)



Career Planning Diagram

BSC Composite

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Requirements

Education Windows

Tactical

Small - Med Facility Flight
Commander Element Leader
Occupational Staff Officer
Instructor

Operational

Sq/CC, SGB
Air Staff AO, MAJCOM AO
Joint Assignment
Instructor
Recruiting
Developmental
Assignment
Large Facility Flight CC

Strategic

Gp/CC, Gp/SGB, MAJCOM SG
Corps Chief, MAJCOM BSC
Executive, MEDCEN Sq/CC,
Education Program Director
Air Staff, MAJCOM Functional
OSD/JCS
Developmental Assignment

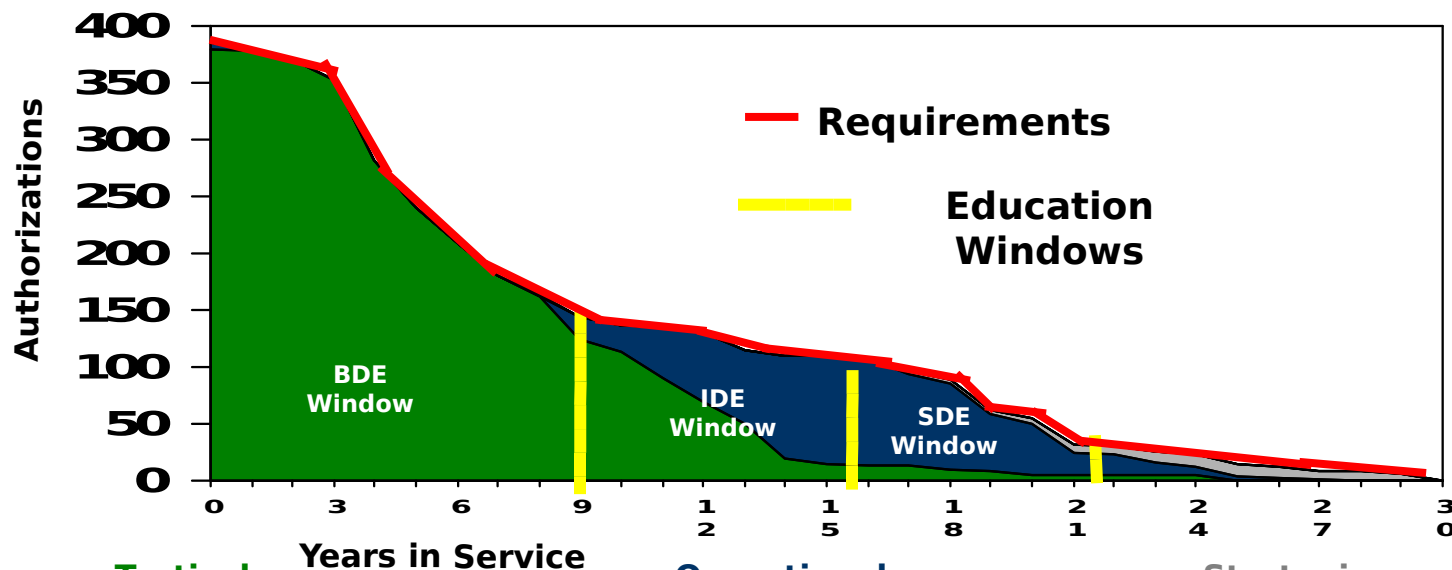
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Career Planning Diagram

46X Nursing



Tactical

Clinical Nurse
NTP Instructor
Flight Nurse/FI/FE
Hyperbaric Nurse
Clinical Nurse
Specialist
CRNA; OR Nurse
Nurse Practitioners
Nurse
Manager(small)
HAWC
Instructor
EMEDS clinical nurse

Operational

Nurse
Manager/Element
Chief(complex)
Flight/CC
Sq/CC
Chief Nurse Executive
HQ MAJCOM Staff AO
Air Staff Action
Officer
Nurse Utilization
Officer
Recruiting
Instructor (PME)

Strategic

MDG/CC; MDG/SGN
Deputy MDG/CC
Clinical Education
Program Director
AFPC DPAMN
Air Staff Director;
Deputy
SG MAJCOM/SG2/SGN
Colonel SQ/CC
TRO
Joint Ops
EMEDS Commander

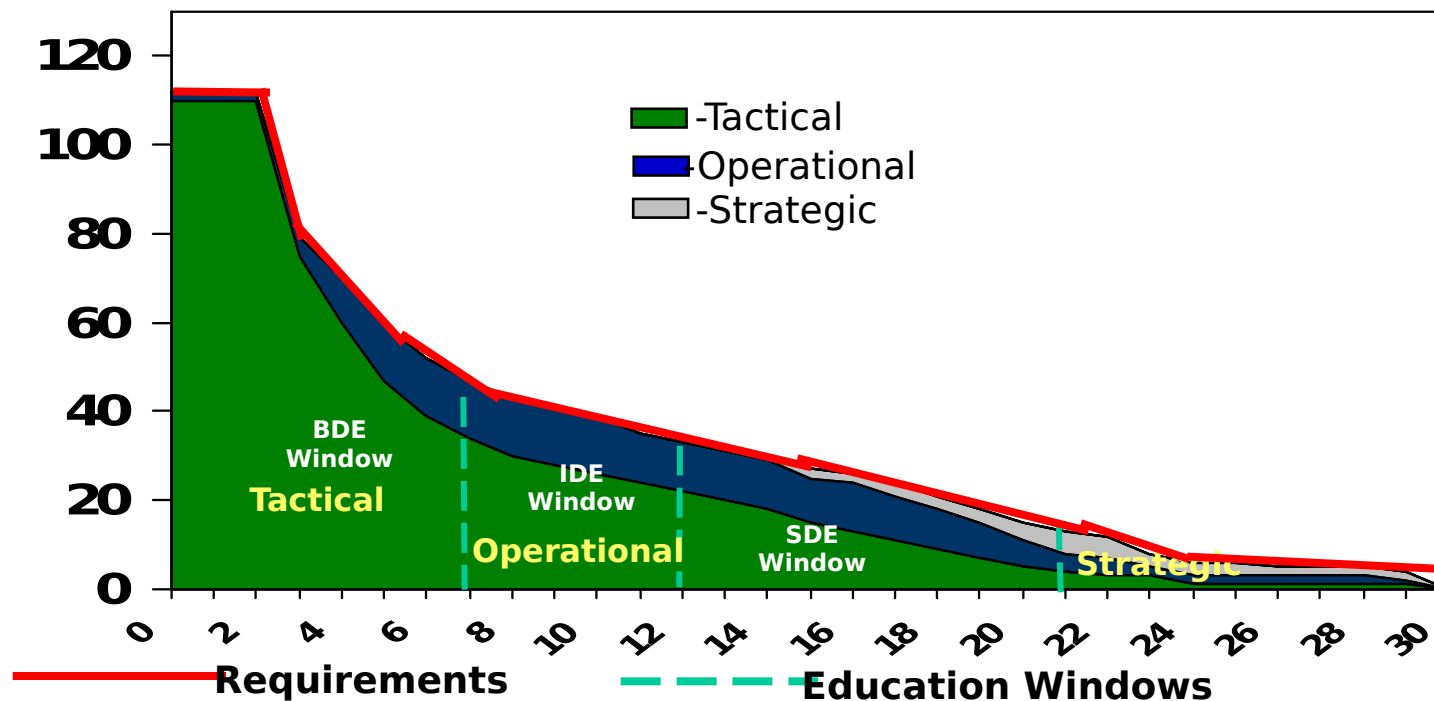
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Career Planning Diagram

47X Dental Utilization



Tactical

- General Dentists
- AEGD-1 Residency
- Instructors
- Residents

Operational

- Dental Clinic CC (SQ or FLT)
- Dev Assignment
- Residency Program Directors
- -- Deputy RPD
- Air Staff Action Officer
- Air Staff Dep Div/Directorate Chief
- Fellowships

Strategic

- Air Staff Div/Directorate Chief
- GRP/CC, DEP GRP/CC, 59 DS/CC
- OSD/HA/TMA
- MAJCOM/SG, MAJCOM/SG2, MAJCOM/SGDs
- Dev Assignment
- Specialty Consultant

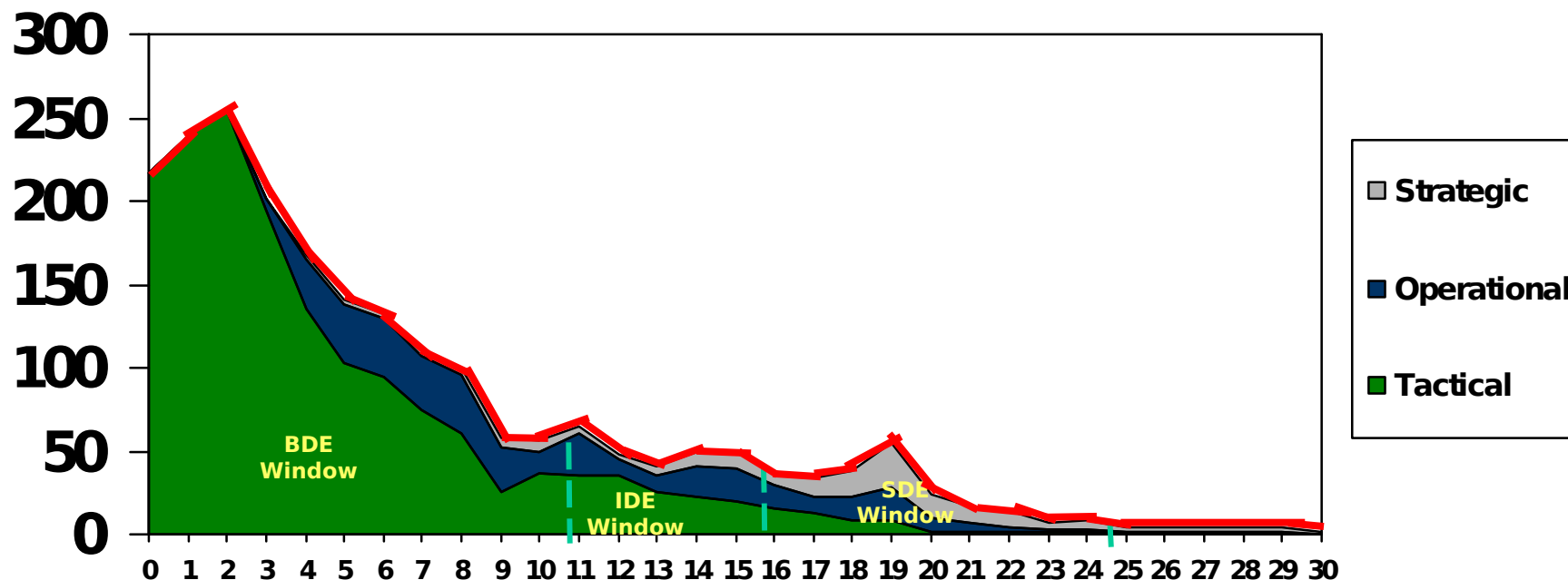
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Career Planning Diagram

44X Physician



Requirements

Education Windows

Tactical

Residency/Fellowship
ip
SOS
Functional Element
Leader
Academic
Instructor
Clinician/Flt
Surgeon
AMP

Operational

ACSC
Operational Fellowship
SGH/Dept Chair
Flight/Squadron Commander
Air Staff/MAJCOM AO
Prgm
Director/Instructor/USUHS
MBA/RAM

Strategic

AWC/ICAF/NWC
Strategic Fellowship
MAJCOM SG/SGH
Med Grp/CC
Air Staff/MAJCOM Div
Chief
Air Staff/FOA Director
MEDCEN 3-ltr

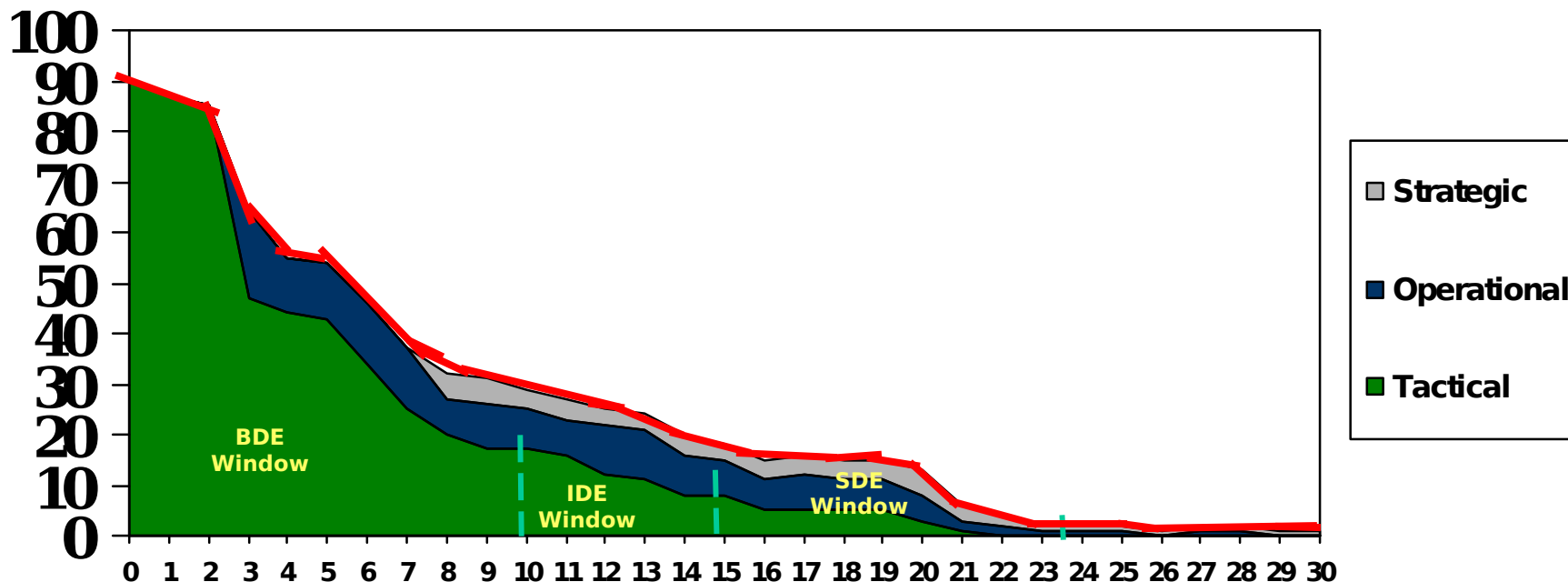
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Career Planning Diagram

45X Surgeon



Tactical

Residency
SOS
Functional
Element Leader
Academic
Instructor
Clinician/Flt
Surgeon
AMP

Operational

ACSC
Fellowship
SGH/Dept Chair
Flight/Squadron Commander
Air Staff/MAJCOM AO
Program Director/USUHS
MBA

Strategic

AWC/ICAF/NWC
Fellowship
MAJCOM SG/SGH
Group Commander
Air Staff/MAJCOM Div Chief
Air Staff/FOA Director
MEDCEN 3-ltr

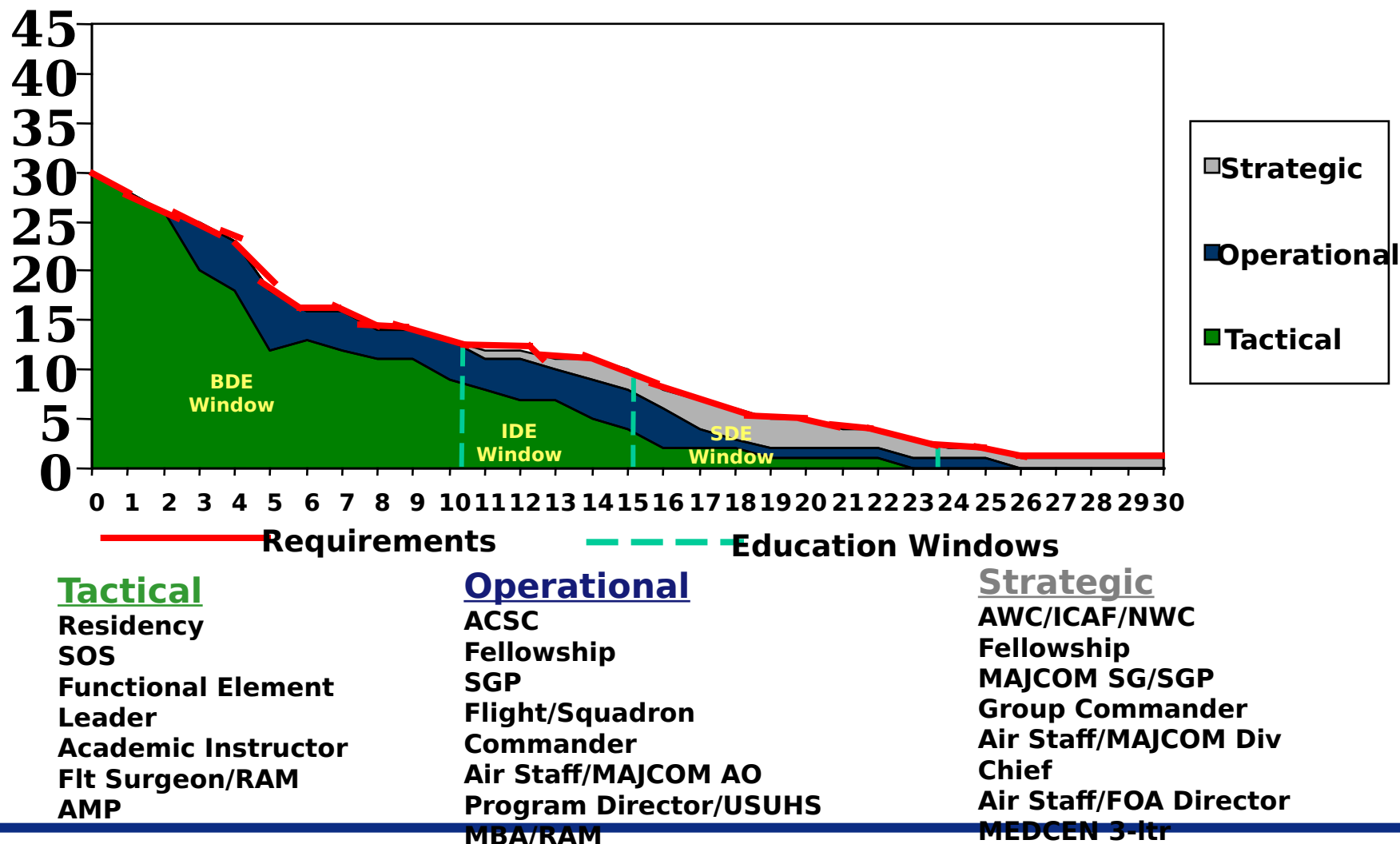
AMP ***Integrity - Service - Excellence***



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Career Planning Diagram

48X Aerospace Medicine



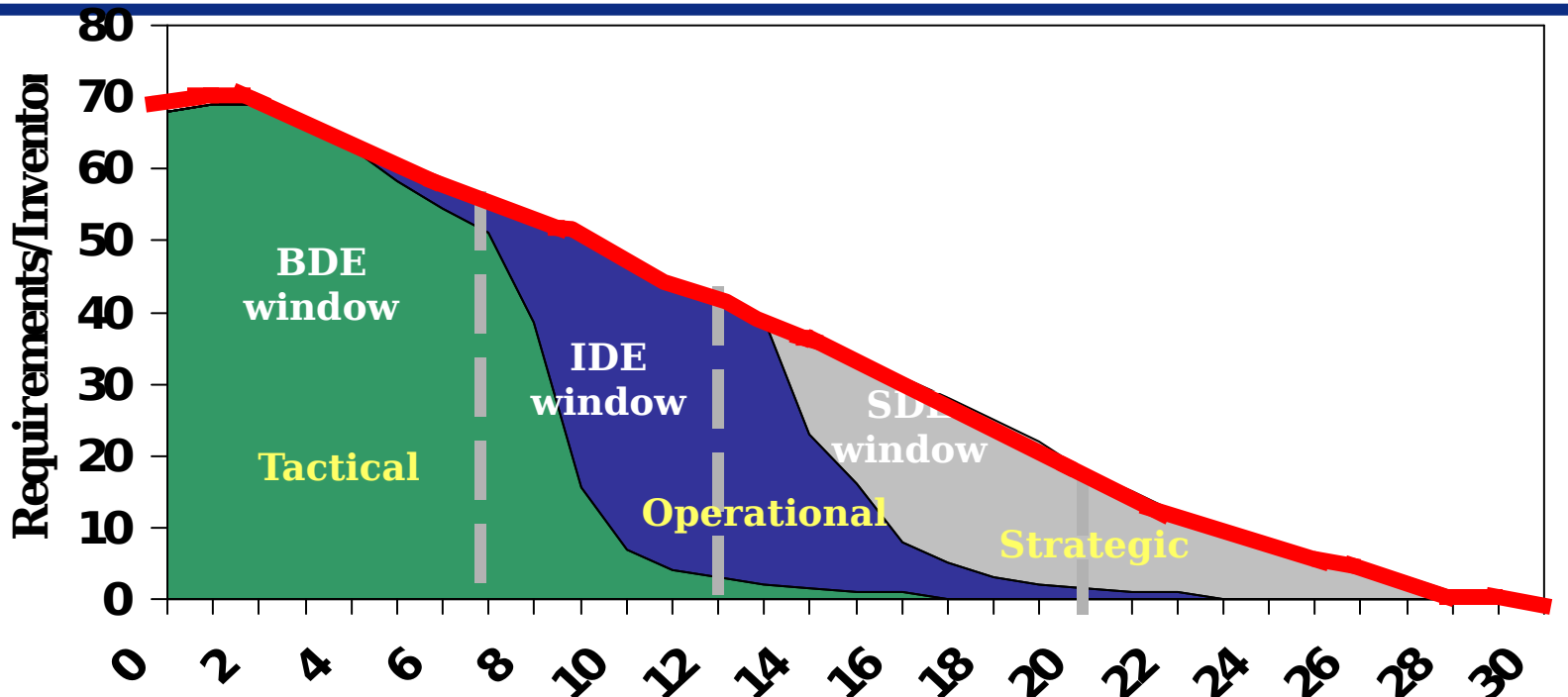
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Career Planning Diagram

41A Medical Administrator

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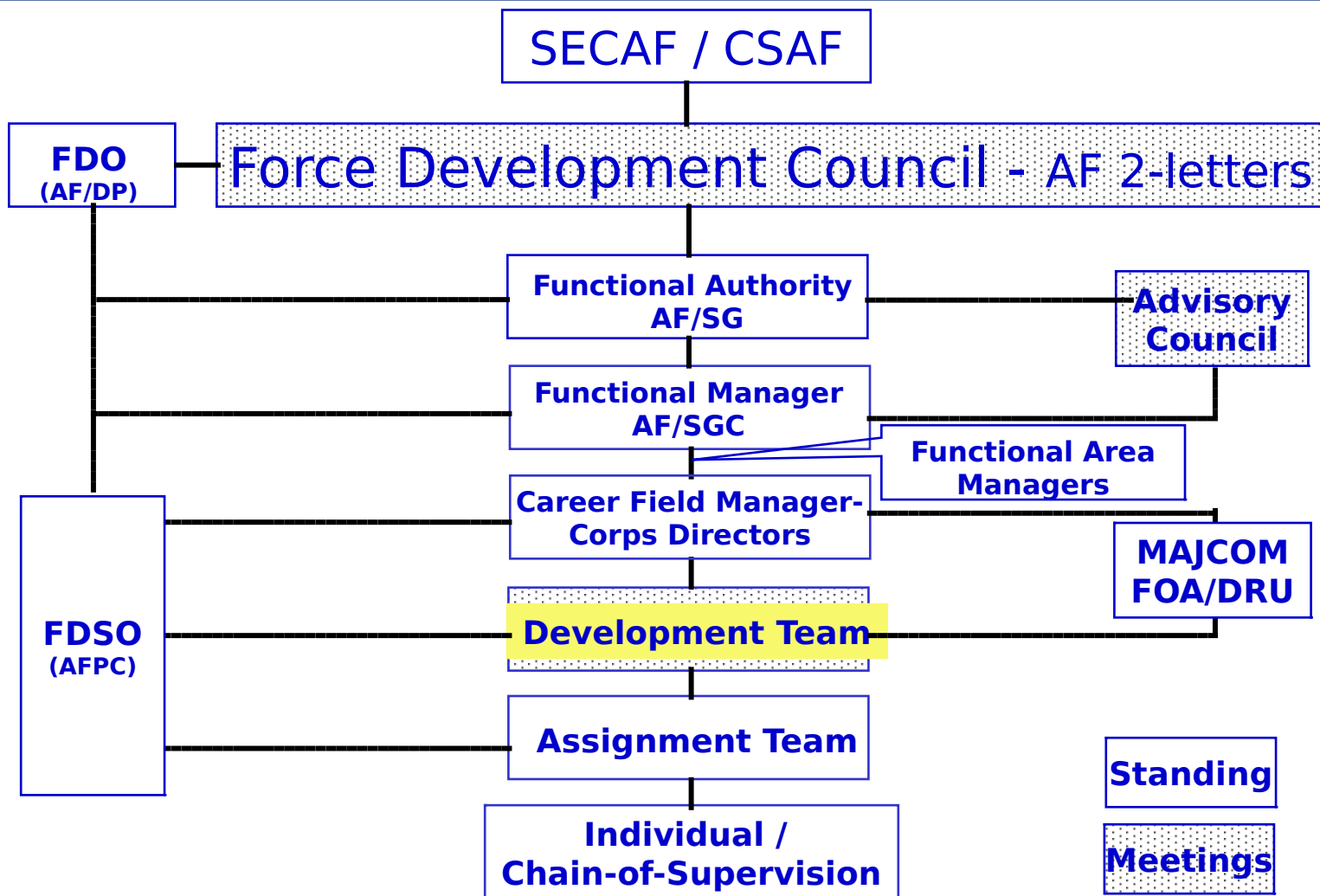
Requirements	Operational	Education Windows
<u>Tactical</u>	<u>Operational</u>	<u>Strategic</u>
Element Leader	MAJCOM AO/Assoc Div Ch	Group CC
Flight Commander	Air Staff/Assoc Div Ch	Med Center/SGA
Section Commander	Squadron CC	OSD/JCS
GPM	Branch Chief	Air Staff/MAJCOM Div Chief
Instructor	SGA/Joint/TMA/Lead Agt	Corps Chief/Corps Dir
Ops Officer	Recruiter	MAJCOM SG/SGA/SG2
SOS/HAS/AFIT	Instructor	TMA/Lead Agent Dir
	AFIT/FELLOWSHIP/EWI	FELLOWSHIP/AWC

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Management Structure





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DT Membership and Responsibilities

Membership

- Corps Chief (team leader)
- AF/SGC Corps Director
- AFPC Functional Rep
- AFPC/DPAM (Functional Academic advocate)
- MAJCOM Functional
- May use corps-specific sub-team/support

Responsibilities

- Execute Force Development Policy
- Execute Prioritization Plans
- Conduct Requirements Review
- Identify Developmental Education Candidates
 - ACSC, AAD, EWI, Residency
- Review / Recommend Developmental Actions
 - Accessions, developmental assignments, cross-flow, etc
 - Identify Special Program Criteria / Candidates
- Provide feedback via Officer Development Plan (ODP)



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NC Development Team

AFMS Example

DT Meetings

■ Jan 04

■ Mar 04

Voting Members

■ DT Lead: MG Brannon

■ AF SGCN: Col Kisner

■ AFPC/DPAMN: CoDeberg

■ ACC/SGN: CoSewall

■ AETC/SGN: CoReinke

■ AFMC/SGN: Col Abu-

■ AFSPC/SGN: Col Armour

■ AMC/SGN: CoWaun

■ PACAF/SGN: CoFolden

■ USAFE/SGN: CoSerie

■ USAFA/SGN: Col Kirkpatrick

■ AFRC/SGN: CoBrickley

■ Advisors/Nonvoting

■ 59MDW/SGN

■ AFPC/DPAMNE

■ AFRS/Nurse Consultant

■ AF SG Nursing Consultants

Key Events

First DT Meeting Oct 03

Formalize Charters; identify membership
Special Event - CN Candidate Board

Identify possible assignments for ACSC students & Graduating CCs

Determine Module 3 for ACSC students

Complete 2 digit level CPD for each Corps

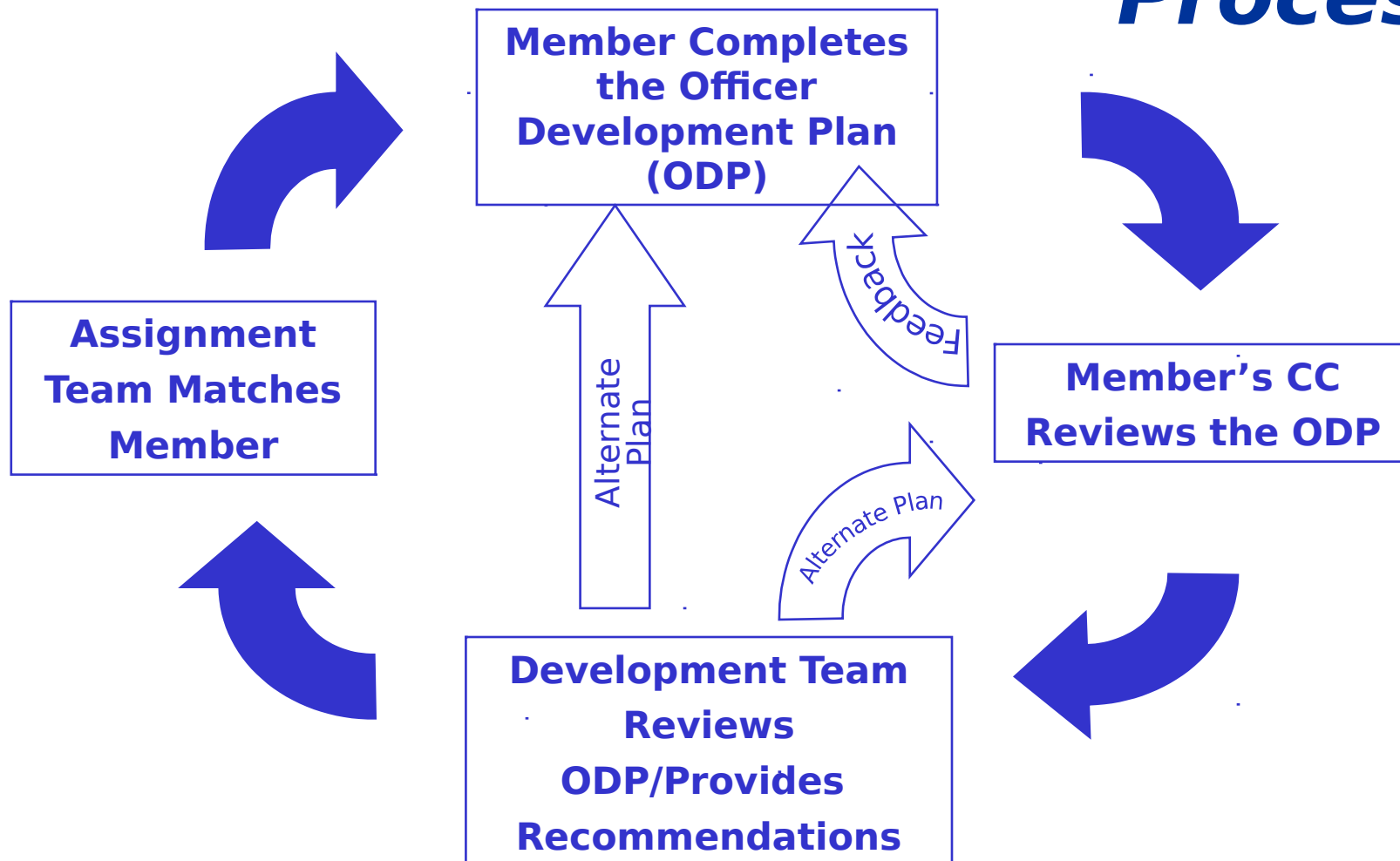
Review/ refine DID list

Determine BDE/IDE/SDE for each Corps



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Developmental Assignment Process



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You are being actively considered for assignment.

- Absence of assignment preferences and commander/supervisor recommendation does not exempt you from assignment selection

Appears only when officer is listed on VMI

input, you forfeit your right to have a voice in your development and assignment selection

This worksheet is mandatory. It impacts your overall development and next assignment.

To better serve you, indicate below your intent for assignment

- ☐ I will accept an assignment consistent with OPD
- ☐ I do not wish reassignment at this time (Explain in Officer Comments of T-ODP)
- ☐ I have a separation/retirement application or DOS in system

Undecided

- ☐ I will stay in AF if allowed to remain in-place (Explain in Officer Comments of T-ODP)
- ☐ I will stay in AF if matched to choice on my T-ODP (Explain in Officer Comments of T-ODP)

Transitional ODP allows you to let your assignment team know you are competing for a Special Selection Opportunity.

Intent to Command / Special Selection Opportunities / Educational Opportunities

I am a volunteer for command if eligible: ☐ Yes ☐ No

☐ I would like to be considered for a Special Selection Opportunity (SSO) / Developmental Education Opportunity
(If selected you will incur an ADSC)

☐ I desire Instructor duty

We must all recognize the importance and value of instructor duty - CSAF

This does not lock you into an assignment or commitment at this time

Update to save changes. **Next** or **Back** to save changes and go to appropriate section.

Update

<- Back

Next ->

III. Comments

Officer's Comments

Next Assignment Specific:

characters left:1225

Next Assignment Specific Comments - 1280 characters max

Developmental Objectives:

characters left:595

Developmental Objectives - 640 characters max

No
change
here.

Reviewer's Comments

Primary Assignment Recommendation:

characters left:192

3
lines
max

Alternate Assignment Recommendation (if primary is not available):

characters left:192

3
lines
max

Additional Developmental Recommendations/Assessment:

characters left:568

10
lines
max

Additional Developmental Recommendations/Assessment - 640
characters max

Developmental
Recommendation
s added here.
Includes link to
help

Save to save changes. **Back** to save changes and go to previous section. **Forward** to save and send to DT.

Save (Does Not Forward)

<- Back

Return to Officer

Forward for DT Review

T-ODP Reviewer Comments

Primary Assignment Recommendation:

Primary Assignment Recommendation - 192 characters max

Alternate Assignment Recommendation (if primary is not available):

Alternate Assignment Recommendation - 192 characters max

Additional Developmental Recommendations/Assessment:

Additional Developmental Recommendations/Assessment - 640 characters max

Forwarded to T-ODP Reviewer: 2003-08-13 11:25:11

Forwarded to AFPC: 2003-08-21 10:43:16

Development Team Feedback - On Target

Development Team Assessment:

Development Team Comments

Link takes officer to "help verbiage" which thoroughly explains that a DT vector represents a snapshot in time and one way to develop an officer but not the only way.

YOU MAY NOT BE ASSIGNED IN PRECISE ACCORDANCE WITH THE DT VECTOR.
[Click here for more information](#)

Reviewed by Development Team: 2003-10-20 13:42:03

If DT concurs with member/commander objectives, DT feedback will indicate "on target" with comments as required to amplify.

Development Team Feedback - Alternate ODP Determined

Alternate Duty Preferences

	AFSC/Duty Title	Level	MAJCOM
1	33S Flight Commander		
2			

Development Team Assessment:

Development Team Comments - 640 characters max

If DT DOES NOT concur with member's objectives, an "alternate ODP" box will show alternate jobs with comments appended.

YOU MAY NOT BE ASSIGNED IN PRECISE ACCORDANCE WITH THE DT VECTOR.

[Click here for more information](#)

Reviewed by Development Team: 2003-10-20 13:42:03

T-ODP Reviewer Comments	
Primary Assignment Recommendation:	
Primary Assignment Recommendations - 192 characters max	
Alternate Assignment Recommendation (if primary is not available):	
Alternate Assignment Recommendation - 192 characters max	
<u>Additional Developmental Recommendations/Assessment:</u>	
Additional Developmental Recommendations/Assessment - 640 characters max	
Forwarded to T-ODP Reviewer: 2003-08-06 09:58:13	Forwarded to AFPC: 2003-08-06 10:12:14

**Indicates DT has not
reviewed Transitional
ODP**



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Operationalizing Development

- **AFPC will balance AF development needs against personal desires in an execution plan**

- **Key Elements include:**
 - Individualized plan – collaborative effort
 - Development team – meets at least semi-annually
 - Feedback to close the loop w/h officer and commander

- **Result: Synchronized, tailored, deliberate development to meet AF needs**



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Three levels of Developmental Education

- **Basic Developmental Education (BDE)**
 - Received at tactical level of development
 - Examples: ASBC, SOS, AAD, Residency Training

- **Intermediate Developmental Education (IDE)**
 - Received at operational level of development
 - Examples: ACSC, IES, AAD, EWI

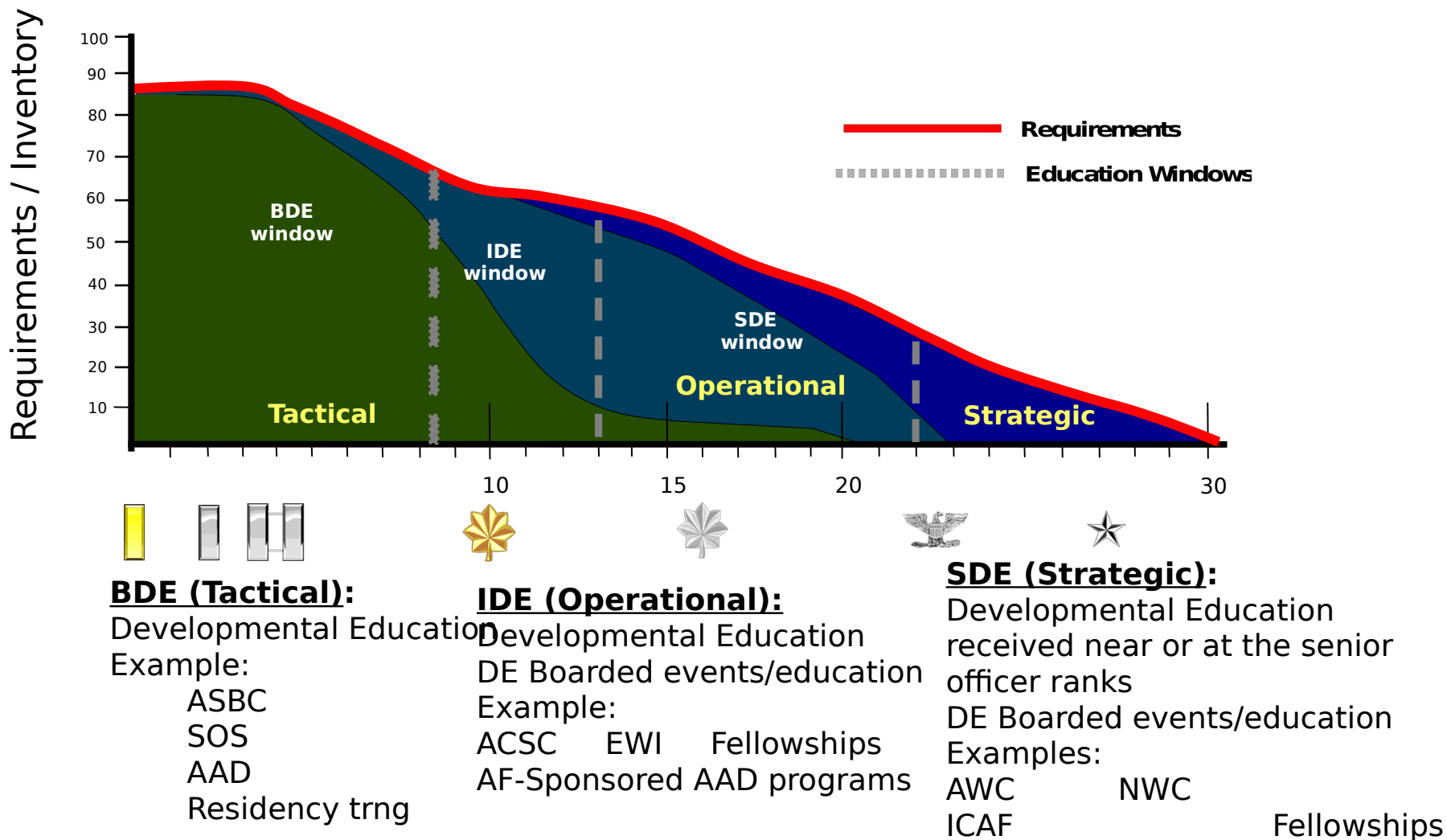
- **Senior Developmental Education (SDE)**
 - Received at strategic level of development
 - Examples: NDU, Nat'l Def Fellow, AWC, Fellowship

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Developmental Education

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Force Development

ACSC AY04 Resident IDE Curriculum

Aug

Jan

Apr

Jun

Strategy, Airpower & Ldrshp (Module 1)

National Security Studies	Strategy	Air & Space Power Studies	AEF Ops
DEI ~50% Rewrite	DEI ~75% Rewrite	DEI ~5% Rewrite	DEW ~50% Rewrite
3 sem hours	3 sem hours	3 sem hours	2 sem hours
Leadership 5 sem hours DEC			

Joint Warfighting (Module 2)

Joint Forces	Joint Campaign Planning	Joint Air Ops
DEW ~5% Rewrite	DEW ~5% Rewrite	DEW ~25% Rewrite
3 sem hours	3 sem hours	3 sem hours
Research 2 sem hours DEC		

Specialized Studies (Module 3)

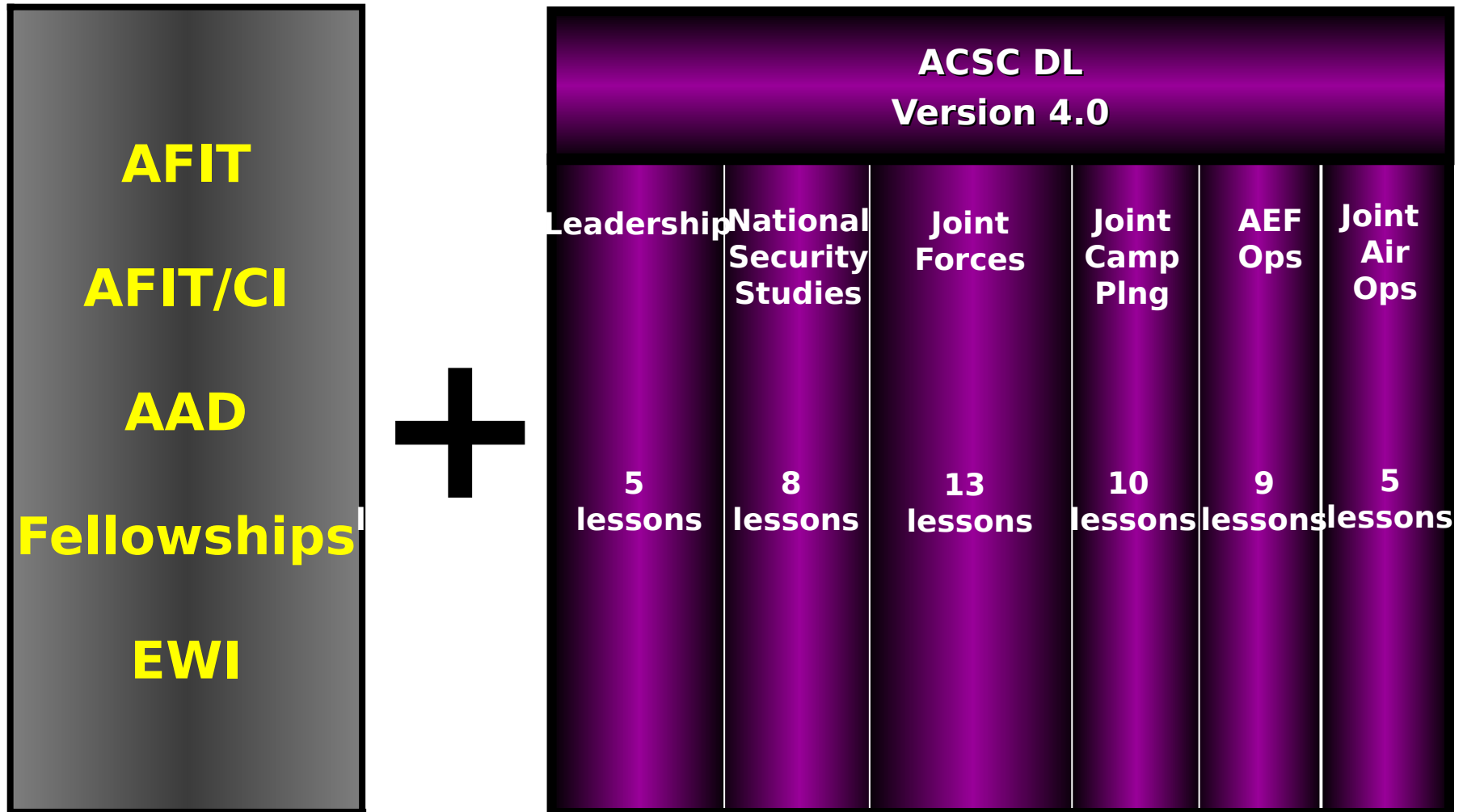
- Command
- **Air & Space Power Employment**
- **Plans & Programs**
- **Acquisition Mgt**
- **Political-Military Strategist**
- **Space Operations**
- **Mobility Ops**
- **Information Ops**
- **Logistics**



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Force Development

IDE Curriculum





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ACSC Distance Learning

(January 2004)

ACSC DL Version 4.0

Leadership	National Security Studies	Joint Forces	Joint Camp Plng	AEF Ops	Joint Air Ops
5 lessons	8 lessons	13 lessons	10 lessons	9 lessons	5 lessons

- **On-Demand Course for:**
 - **All USAF Majors, Major Selects and Civilian Equivalent**
 - **Sister Services, DoD Civilians and International Officers**
- **Aligns with resident curriculum**
- **50 lessons in length**
- **Prepares tomorrow's war fighter with the knowledge of AF and joint capabilities, processes and planning systems**



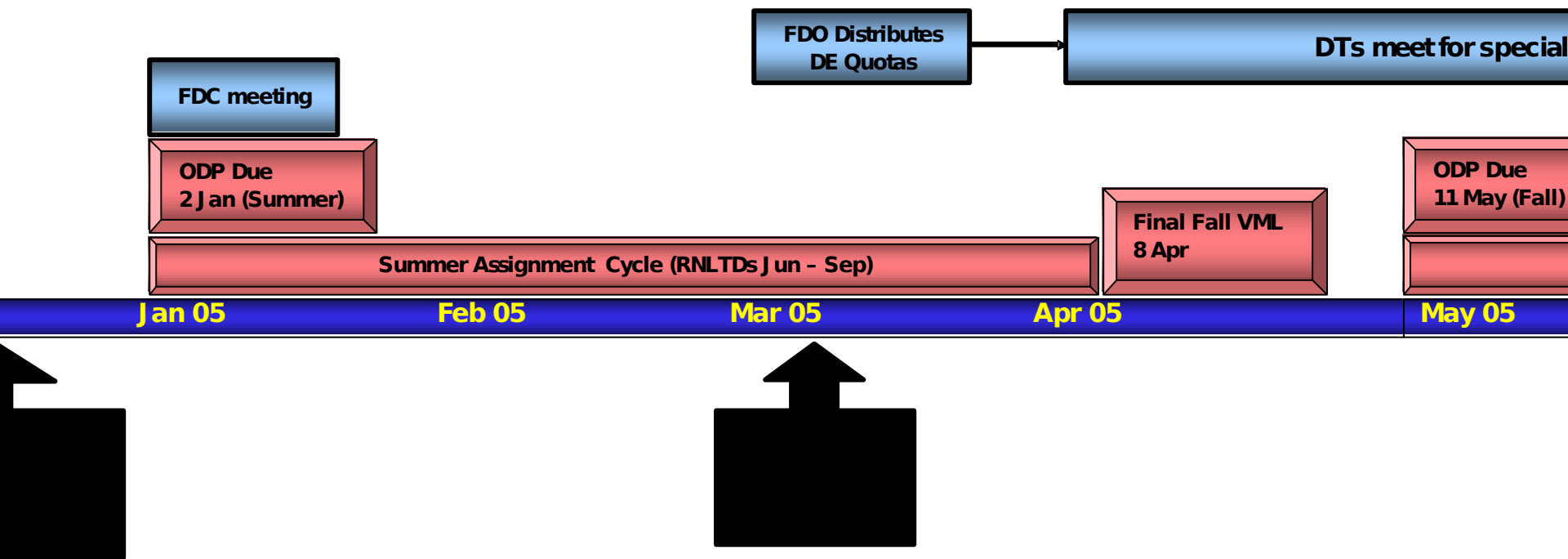
FD Battle Rhythm





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FD Battle Rhythm



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Up to the Minute with FD

- ***AFI 36-2640 Volume 1, Total Force Development (Active Duty Officer)*** - released 1 Dec 03
- ***CSAF Site Picture: Force Development - The Chief Master Sergeant*** - released 12 Jan 04
- ***MG Brannon's Force Development for the AFMS Knowledge Exchange*** article - posted 31 Jan 04
- ***AF FY04 Force Shaping Program Implementation and Guidance*** - released 5 Feb 04



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Force Development Summary

- **Revise, create policies/procedures based on deliberate development construct**
- **Continually update senior leader requirements**
- **Define composition, role of, and procedures for DTs**
- **Determine selection/designation of developmental education, assignments**
- **Expand the FD construct to include the Total Force (ARC, Enlisted and Civilian)—ongoing initiatives in all three areas**



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AFMS Development Team

POCs

- **BSC: Colonel Martha Davis, DSN: 297-4499**
- **DC: Colonel Barry Baieronous, DSN: 297-4385**
- **MC: Colonel Mike Spatz, DSN: 297-4492**
- **MSC: Colonel Frank Nelson, DSN: 297-4432**
- **NC: Colonel Linda Kisner, DSN: 297-4490**

**Visit our FD website via AFMS Knowledge
Exchange <https://kx.afms.mil>;
Select the *Force Development* icon on the Home page**

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**Right Person ...
Right Place ...
Right Time...**



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